

**City of College Park Strategic Plan 2010 – 2015**  
**March 2012 DRAFT FY 2013 Action Plan**

This action plan aligns with the Strategic Plan adopted by City Council August 10, 2010. As an annual road map for strategic plan implementation, this action plan intentionally focuses on a relatively manageable and strategic set of actions for approximately one fiscal year. Most of the steps included in this plan are assumed to have a finite scope (ideally within 1 year) and are strategically oriented towards change and improvement in College Park. Before the end of FY 2013, City Council and City Staff will develop an action plan for FY 2014. It is understood that some activities in the FY 2013 action plan will be repeated in the plan for FY 2014 and beyond because they span multiple years and are considered ongoing. (Note: In the deadline column “ongoing” indicates items that will likely continue each year of the strategic plan; “date +” indicates items that may go into another fiscal year, but will have a specific end date.) The steps in this action plan are in addition to ongoing daily operations and recurring annual activities in the City.

Resource needs indicate those resources required beyond existing staff and staff time.

City Council and City Staff will annually review and update the action plan in conjunction with the annual budget development process. Action steps that may not be completed in one year will be reconsidered and where decided, carried forward into the next year.

**Following is a list of organization and initiative abbreviations that may appear throughout the action plan. The organizations represent some of the many supporting partners of the City identified in the strategic plan.**

ATHA – Anacostia Trails Heritage Area  
CBE – Community for a Better Environment  
COG – Metropolitan Washington Council of Governments  
COPS – Community Oriented Police Services  
CPAE – College Park Arts Exchange  
CPNW – College Park Neighborhood Watch  
CPCUP – College Park City-University Partnership  
DCPMA – Downtown College Park Management Authority  
DOT – Department of Transportation  
EAC – Education Advisory Committee  
EPA – Environmental Protection Agency  
ESL – English as a Second Language  
HUD – Department of Housing & Urban Development  
MHAA – Maryland Heritage Areas Authority  
M-NCPPC Maryland-National Capital Park & Planning Commission  
PG DPW&T- Prince George’s County Department of Public Works & Transportation  
PGPD - Prince George’s County Police Department

PGPOA Prince George’s Property Owners Association  
SHA – State Highway Administration  
SRTSP – Safe Routes to School  
TMA – Transportation Management Authority  
UM – University of Maryland  
WMATA – Washington Metro Area Transit Authority  
YSB – Youth Services Bureau  
  
TBD – To Be Determined

**Goal I: Consistent high quality and cost-effective public services that contribute to a safe and welcoming City for all.**

**Objective 1: Improve public safety and reduce crime by utilizing contract police officers, collaborating with other police agencies, and encouraging community participation.**

**Action Recommendations:**

<b>Major Action Steps</b>	<b>Responsibility</b>	<b>Begin Timeframe</b>	<b>Deadline</b>	<b>Other Resource Needs</b>	<b>Status Update</b>
a.					

**Action Plan Notes:**

**Goal I: Consistent high quality and cost-effective public services that contribute to a safe and welcoming City for all.**

**Objective 2: Improve local schools that serve City of College Park residents through collaboration with strategic partners including the Prince George's County Public Schools and the University of Maryland.**

**Action Recommendations:**

<b>Major Action Steps</b>	<b>Responsibility</b>	<b>Begin Timeframe</b>	<b>Deadline</b>	<b>Other Resource Needs</b>	<b>Status Update</b>
a.					

**Action Plan Notes:**

**Goal I: Consistent high quality and cost-effective public services that contribute to a safe and welcoming City for all.**

**Objective 3: Expand recreational, social and cultural activities for city residents.**

**Action Recommendations:**

Major Action Steps	Responsibility	Begin Timeframe	Deadline	Other Resource Needs	Status Update
a.				-	

**Action Plan Notes:**

**Goal I: Consistent high quality and cost-effective public services that contribute to a safe and welcoming City for all.**

**Objective 4: Strengthen well-being of residents that seek assistance through youth, family and seniors program.**

**Action Recommendations:**

<b>Major Action Steps</b>	<b>Responsibility</b>	<b>Begin Timeframe</b>	<b>Deadline</b>	<b>Other Resource Needs</b>	<b>Status Update</b>
a. Expand public information about available senior programs and recreation activities to seniors in homes throughout the city.	Seniors staff	Ongoing	Ongoing		

**Action Plan Notes:**

**Goal I: Consistent high quality and cost-effective public services that contribute to a safe and welcoming City for all.**

**Objective 5: Improve customer / constituent service to better serve College Park residents.**

**Action Recommendations:**

<b>Major Action Steps</b>	<b>Responsibility</b>	<b>Begin Timeframe</b>	<b>Deadline</b>	<b>Other Resource Needs</b>	<b>Status Update</b>
a. Provide ongoing staff training in resident relations / constituent services and customer service, including timely responses to phone calls.	Human Resources with department directors	Ongoing	Ongoing	Additional funding if this exceeds the training budget.	

**Action Plan Notes:**

**Goal II: Convenient transportation options that improve local travel and manage congestion.**

**Objective 1: Advocate for state and other resources to rebuild Route 1 to improve its safety, efficiency, and appearance.**

**Action Recommendations:**

<b>Major Action Steps</b>	<b>Responsibility</b>	<b>Begin Timeframe</b>	<b>Deadline</b>	<b>Other Resource Needs</b>	<b>Status Update</b>
a. Lobby State Legislature, State Highway Administration and County Council to allocate funding to rebuild Route 1.	City Council	Q1	Ongoing		
b. Work with M-NCPPC and SHA to require Route 1 developers to implement street improvements with new development or, if not feasible, pay a fee-in-lieu.	City Council, Planning Dept.	Q1	Ongoing		
c. Establish a Tax Increment Financing (TIF) district strategy to help fund infrastructure improvements.	City Council, Planning Dept.	FY 2012	Q4		

**Action Plan Notes:**

**Goal II: Convenient transportation options that improve local travel and manage congestion.**

**Objective 2: Support development of transit options that increase convenience, accessibility, and mobility.**

**Action Recommendations:**

<b>Major Action Steps</b>	<b>Responsibility</b>	<b>Begin Timeframe</b>	<b>Deadline</b>	<b>Other Resource Needs</b>	<b>Status Update</b>
a. Market and brand THE BUS Route 17 as a Route 1 Main Street shuttle.	City Council	Q1	Ongoing	PG DPW&T, COG, WMATA	
b. Implement Route 1, Rhode Island Ave., Campus Drive, and other bus corridor enhancements.	City Council	Q1	Ongoing	PG DPW&T, COG, WMATA	
c. Participate in Purple Line design and preliminary engineering for alignment and stations.	Planning Dept., City Council	Ongoing	Ongoing	Include Community input	
d. Continue funding and promoting use of Shuttle-UM pass for city residents and employees.	City Council, City Manager's staff	Ongoing	Ongoing		
e. Develop a city-wide bicycle plan.	Planning Dept., City Council	FY 2012	Q4	Mapping assistance	

**Action Plan Notes:**

**Goal II: Convenient transportation options that improve local travel and manage congestion.**

**Objective 3: Develop and implement Transportation Demand Management (TDM) strategies [on Route 1].**

**Action Recommendations:**

<b>Major Action Steps</b>	<b>Responsibility</b>	<b>Begin Timeframe</b>	<b>Deadline</b>	<b>Other Resource Needs</b>	<b>Status Update</b>
a. Support establishment of a Route 1 TDM District.	City Council, Planning Dept.	Ongoing	Ongoing	Support from M-NCPPC, PG District Council	
b. Require developers to prepare trip reduction plans for new development.	City Council	Ongoing	Ongoing	Support from County Council, Planning Board	
c. Seek funding for infrastructure improvements including bike trails and amenities and sidewalk construction.	Planning Dept.	Ongoing	Ongoing	Grant person	
d. Direct traffic to least congested arterial and connector routes with improved signage and websites.	City Council, City Engineer	Ongoing	Ongoing	Support from UM, City, SHA, Prince George's County DPW&T	

**Action Plan Notes:**

- a. Includes a trip reduction goal for Route 1.

**Goal II: Convenient transportation options that improve local travel and manage congestion.**

**Objective 4: Improve traffic, pedestrian, and bicycle safety.**

**Action Recommendations:**

<b>Major Action Steps</b>	<b>Responsibility</b>	<b>Begin Timeframe</b>	<b>Deadline</b>	<b>Other Resource Needs</b>	<b>Status Update</b>
a. Explore options to provide safer access to major arteries from all City neighborhoods.	Planning Dept., City Engineer	FY 2012	Q4	SHA, County Council, PG DPW&T	

**Action Plan Notes:**

**Goal III: Lead the College Park community in environmental conservation, protection, restoration, and energy efficiency.**

**Objective 1: Implement strategies to improve energy efficiency and reduce greenhouse gas emissions.**

**Action Recommendations:**

<b>Major Action Steps</b>	<b>Responsibility</b>	<b>Begin Timeframe</b>	<b>Deadline</b>	<b>Other Resource Needs</b>	<b>Status Update</b>
a. Complete community emissions inventory. Develop and implement an action plan.	City Council, CBE	FY 2011	Q4+	COG	
b. Establish a LEED-based sustainability standard for new development projects within the City jurisdiction.	City Council, CBE	FY 2011	Q4+		Our Route 1 development districts already have this standard because of the Sector Plan.
c. Promote greater use of car pooling and public transit by City staff.	City Council, HR, Green Team	FY 2011	Ongoing		
d. Encourage greater City staff participation in energy efficient practices.	Planning Dept, Human Resources, Public Works, Green Team	Ongoing	Ongoing		
e. Pursue other grant resources to support activities addressing energy efficiency.	City staff	FY 2011	Ongoing	Grant person	
f. Continue to pursue legislation for a home energy loan program for residents to make energy efficiency improvements. If legislation passes, pursue development of the program.	City Staff	FY 2011	Ongoing		

**Action Plan Notes:**

**Goal III: Lead the College Park community in environmental conservation, protection, restoration, and energy efficiency.**

**Objective 2: Develop strategies to effectively manage local water resources and storm water runoff.**

**Action Recommendations:**

<b>Major Action Steps</b>	<b>Responsibility</b>	<b>Begin Timeframe</b>	<b>Deadline</b>	<b>Other Resource Needs</b>	<b>Status Update</b>
a. Review site plans for developer compliance with new storm water regulations.	Planning Dept., City Council	FY 2011	Ongoing	County Council	
b. Incorporate best practices for storm water management into all City projects to the extent feasible.	Planning Dept., Engineer, Public Works, CBE	Ongoing	Ongoing		
c. Encourage reduction of impervious surfaces in public and private property.	City Council, Planning Dept.	Q1	Ongoing	M-NCPPC	
d. Work with the Prince George's Police and develop education materials to discourage illegal dumping and enforce anti-dumping laws in the City.	Public Works, Contract Police, Public Safety Officer	FY 2011	Ongoing	Alice Ferguson Foundation	

**Action Plan Notes:**

**Goal III: Lead the College Park community in environmental conservation, protection, restoration, and energy efficiency.**

**Objective 3: Increase and enhance parks and green spaces.**

**Action Recommendations:**

<b>Major Action Steps</b>	<b>Responsibility</b>	<b>Begin Timeframe</b>	<b>Deadline</b>	<b>Other Resource Needs</b>	<b>Status Update</b>
a. Develop a citywide parks and recreational facility inventory in preparation for future improvements and new green spaces.	Planning Dept., Public Works, Rec Board	Q1	Q4+	M-NCPPC support, funding for document preparation	
b. Prepare plan for the Hollywood Gateway Park with community input.	Planning Dept.	FY 2011	Q4+	MHAA grant funding	
c. Proceed with construction phasing of Duvall Field renovation with community input.	City Council, Planning Dept.	Q1	Q4+	Developer contribution or other funding.	

**Action Plan Notes:**

**Goal III: Lead the College Park community in environmental conservation, protection, restoration, and energy efficiency.**

**Objective 4: Divert waste from landfills by continuing to increase participation in reduce/reuse/recycle programs.**

**Action Recommendations:**

<b>Major Action Steps</b>	<b>Responsibility</b>	<b>Begin Timeframe</b>	<b>Deadline</b>	<b>Other Resource Needs</b>	<b>Status Update</b>
a. Plan and execute public education program to promote recycling, with a focus on newly accepted recyclables.	Public Works, CBE, Green Team	FY 2011	Ongoing	Printed materials; outreach opportunities; funding	
b. Annually publish recycling and related statistics on or around Earth Day.	Public Works	FY 2011	Ongoing		
c. Promote increased business participation in recycling.	City Council, Public Works, CBE	FY 2011	Q4	Local businesses (e.g., DCPMA)	

**Action Plan Notes:**

**Goal IV: Neighborhoods that are safe, peaceful, attractive and retain their community character.**

**Objective 1: Effectively and fairly enforce city and county codes and ordinances.**

**Action Recommendations:**

<b>Major Action Steps</b>	<b>Responsibility</b>	<b>Begin Timeframe</b>	<b>Deadline</b>	<b>Other Resource Needs</b>	<b>Status Update</b>
a. Form a task force to assess the effectiveness and consistency of citywide Code Enforcement.	City staff	Q1	Q4+		

**Action Plan Notes:**

**Goal IV: Neighborhoods that are safe, peaceful, attractive and retain their community character.**

**Objective 2: Increase the rate of home ownership.**

**Action Recommendations:**

<b>Major Action Steps</b>	<b>Responsibility</b>	<b>Begin Timeframe</b>	<b>Deadline</b>	<b>Other Resource Needs</b>	<b>Status Update</b>
a. Cultivate relationships with residential realtors to increase their knowledge of College Park's assets and positive attributes.	City Council, Economic Development	Ongoing	Ongoing		
b. Engage in a marketing campaign to promote City assets including schools, neighborhoods, College Park as the best place to raise children (per Business Week article), etc.	City Council, City Manager's Staff	FY 2012	Q4+	Consulting services for a full campaign. Partnership with PG Public School Board of Education and the PG Chamber of Commerce.	

**Action Plan Notes:**

**Goal IV: Neighborhoods that are safe, peaceful, attractive and retain their community character.**

**Objective 3: Preserve and promote neighborhood resources that build a sense of community for all residents.**

**Action Recommendations:**

<b>Major Action Steps</b>	<b>Responsibility</b>	<b>Begin Timeframe</b>	<b>Deadline</b>	<b>Other Resource Needs</b>	<b>Status Update</b>
a. Hold a third College Park Day and develop strategies to make it a sustainable program.	City Council, Consultant, Rec Board	Q1	Q2	M-NCPPC, CP Day Planning Committee, Volunteers	

**Action Plan Notes:**

**Goal V: Expand the local economy and tax base with socially responsible development.**

**Objective 1: Encourage revitalization of the Route 1 corridor consistent with the desires and needs of the local community.**

**Action Recommendations:**

<b>Major Action Steps</b>	<b>Responsibility</b>	<b>Begin Timeframe</b>	<b>Deadline</b>	<b>Other Resource Needs</b>	<b>Status Update</b>
a. Develop and track inventory of sites available for rent and redevelopment.	Planning Dept.	Ongoing	Ongoing		
b. Work with developers to help identify businesses for new retail space.	Planning Dept.	Ongoing	Ongoing		
c. Pursue Tax Increment Financing (TIF) to support public infrastructure improvements associated with new development.	City Council	FY 2011	Q4		

**Action Plan Notes:**

**Goal V: Expand the local economy and tax base.**

**Objective 2: Encourage revitalization of the Hollywood Commercial District.**

**Action Recommendations:**

<b>Major Action Steps</b>	<b>Responsibility</b>	<b>Begin Timeframe</b>	<b>Deadline</b>	<b>Other Resource Needs</b>	<b>Status Update</b>
a. Develop a streetscape design plan with community involvement (residents, businesses, and local property owners).	Planning Dept.	Ongoing	Q4+	UM Landscape Architecture program	
b. Advocate for the FY 2016 M-NCPPC funding to be moved to FY 2013 or FY 2014 for a feasibility study for construction of a community center in north College Park.	City Council	Q1	Q4	Cost of study	

**Action Plan Notes:**

**Goal V: Expand the local economy and tax base.**

**Objective 3: Support and attract diverse locally-owned high-quality retail and restaurant businesses with unique character and a commitment to local quality of life.**

**Action Recommendations:**

<b>Major Action Steps</b>	<b>Responsibility</b>	<b>Begin Timeframe</b>	<b>Deadline</b>	<b>Other Resource Needs</b>	<b>Status Update</b>
a. Identify and promote available commercial space to prospective tenants.	Planning Dept.	Q1	Ongoing		
b. Market downtown College Park as a destination location.	City Council, Economic Development	Q1	Ongoing		
c. Expand the sign grant program to include façade improvements.	City Council, Planning Dept.	Q1	Q4		

**Action Plan Notes:**

**Goal V: Expand the local economy and tax base.**

**Objective 4: Increase the diversity of job opportunities.**

**Action Recommendations:**

<b>Major Action Steps</b>	<b>Responsibility</b>	<b>Begin Timeframe</b>	<b>Deadline</b>	<b>Other Resource Needs</b>	<b>Status Update</b>
a. Encourage University incubator businesses to remain in College Park by marketing suitable available space.	Planning Dept.	Ongoing	Ongoing		
b. Work with Small Business Development Center to provide support to existing business owners and encourage new entrepreneurs to locate in College Park.	Planning Dept.	Ongoing	Ongoing		

**Action Plan Notes:**

**Goal V: Expand the local economy and tax base.**

**Objective 5: Increase the diversity of available quality housing.**

**Action Recommendations:**

<b>Major Action Steps</b>	<b>Responsibility</b>	<b>Begin Timeframe</b>	<b>Deadline</b>	<b>Other Resource Needs</b>	<b>Status Update</b>
a. Identify developers to build corridor infill housing consistent with the Route 1 Corridor Sector Plan.	City Council, Planning Dept.	Q1	Q4+	Planning Board	
b. Encourage affordable graduate student housing in early phase of East Campus development and encourage future developers to set aside a certain percentage of housing for graduate students in other project opportunities.	City Council	Q1	Ongoing		

**Action Plan Notes:**

**Goal V: Expand the local economy and tax base.**

**Objective 6: Facilitate development in the College Park Metro Station area.**

**Action Recommendations:**

<b>Major Action Steps</b>	<b>Responsibility</b>	<b>Begin Timeframe</b>	<b>Deadline</b>	<b>Other Resource Needs</b>	<b>Status Update</b>
a. Work with WMATA on joint development projects.	Planning Dept., City Council	Ongoing	Ongoing	County Council, State Legislation	
b. Market public property in the Transit District Overlay Zone to the private sector.	Planning Dept.	Q1	Ongoing	UM, WMATA, Prince George's County	

**Action Plan Notes:**

**Goal V: Expand the local economy and tax base.**

**Objective 7: Encourage revitalization of the Berwyn Commercial District.**

**Action Recommendations:**

<b>Major Action Steps</b>	<b>Responsibility</b>	<b>Begin Timeframe</b>	<b>Deadline</b>	<b>Other Resource Needs</b>	<b>Status Update</b>
a. Evaluate Berwyn Commercial District zoning and consider expanding usage.	City Council, Planning Dept.	Q1	Ongoing	County Council	
b. Settle outstanding issues related to the completion of the Berwyn portion of the College Park Trolley Trail.	City Council, City Attorney	Ongoing	Ongoing		

**Action Plan Notes:**